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Set	Items	Description
S1	734943	(LOCAT???? OR POSITION???? OR PLAC??????) (5N) (MOV?????? OR SHIFT???? OR ALTER?????? OR MODIF???????? OR TRANSLAT?????)
S2	10826	(INDICIA OR INDICIUM OR MARK OR MARKING OR STAMP OR IMPRESSION OR IMPRINT OR IMAGE OR EVIDENCE) (5N) S1
S3	45	LICKING/TI (5N) STAMP????/TI
S4	64172	(INDICIA OR INDICIUM OR MARK OR MARKING OR STAMP OR IMPRESSION OR IMPRINT OR IMAGE OR EVIDENCE) (5N) (POST OR POSTAGE OR FRANK OR FRANKING OR MAIL OR MAILING OR SHIP OR SHIPPING)
S5	7341	S2 AND 4
S6	798167	(LOCAT???? OR POSITION???? OR PLAC??????) (5N) (EDGE OR CORNER OR ENVELOPE OR PACKAGE OR PARCEL OR BOX OR SIDE OR TOP OR UPPER)
S7	153	S4 (10N) S6
S8	7	S5 AND S7
S9	7	RD S8 (unique items) [Scanned ti,kwic all]
S10	41	RD S3 (unique items) [Scanned ti,kwic all]

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1	BRS	L1	1449894	(locate or location or located or position or positioning or positioned or place or placed or placing or placement) near5 (move or moving or moveable or movement or shift or shifted or shifting or alter or altering or altered or alteration or modify or modifying or modified or modification or translate or translated or translating or translation)	USPAT; US-PGPUB; EPO; JPO; DERWENT; IBM_TDB; USOCR	2003/01/11 19:40
2	BRS	L2	31294	(indicia or indicium or mark or marking or stamp or impression or imprint or image or evidence) near5 1	USPAT; US-PGPUB; EPO; JPO; DERWENT; IBM_TDB; USOCR	2003/01/11 19:36
3	BRS	L3	19718	(indicia or indicium or mark or marking or stamp or impression or imprint or image or evidence) near5 (post or postage or frank or franking or mail or mailing or ship or shipping)	USPAT; US-PGPUB; EPO; JPO; DERWENT; IBM_TDB; USOCR	2003/01/11 19:36
4	BRS	L4	737	2 and 3	USPAT; US-PGPUB; EPO; JPO; DERWENT; IBM_TDB; USOCR	2003/01/11 19:36
5	BRS	L5	2326967	(locate or location or located or position or positioning or positioned or place or placed or placing or placement) near5 (edge or corner or envelope or package or parcel or box or side or top or upper)	USPAT; US-PGPUB; EPO; JPO; DERWENT; IBM_TDB; USOCR	2003/01/11 19:45
6	BRS	L6	455	3 near10 5	USPAT; US-PGPUB; EPO; JPO; DERWENT; IBM_TDB; USOCR	2003/01/11 19:45

	Type	L #	Hits	Search Text	DBs	Time Stamp
7	BRS	L7	30	4 and 6 *Scanned Ti, Ab, Kwic all*	USPAT; US-PGPUB; EPO; JPO; DERWENT; IBM_TDB; USOCR	2003/01/11 20:00
8	BRS	L18	22	((@pd<=19710101 not @pd<=19470101) and (283/71 or 705/401 or 705/408).ccls.) or ("4868757" or "6408286" or "9714117").pn. *Scanned Ti all*	USPAT; US-PGPUB; EPO; JPO; DERWENT; IBM_TDB; USOCR	2003/01/11 20:08

	Document ID	Issue Date	Inventor	Current OR	Current XRef	Pages
1	US 6461063 B1	20021008	Miller, Christopher Patrick et al.	400/76	400/61; 400/70	17
2	US 4843572 A	19890627	Linkowski, William J. et al.	358/1.1	101/350.1; 702/177	13

L7 results

Document ID	Issue Date	Inventor	Current OR	Current XRef	Pages
1	WO 9714117 A2	19970417	KARA, SALIM G			67
2	US 6408286 B1	20020618	Heiden, Richard W.	705/408	101/71; 283/71	14
3	US 4868757 A	19890919	Gil, Asher	705/406	177/25.15; 400/82; 705/407; 705/408	16

L18 results

1   ABSTRACT: E-Stamp Corp of Palo Alto, CA, has developed and is testing a system that
2 allows people to purchase postage through the Internet and print the postage on a laser printer. The
3 service is in the process of being tested and could revolutionize the way people send mail.

4   TEXT:
5   Marla McCormick wasn't looking to make history; she just wanted a better way to mail
6 letters. As administrative director for the Digital Access Corp., a small Woodbridge, Va.,
7 software company, McCormick and her 11 co-workers had grown weary of making weekly runs
8 to the post office to buy stamps. But because the company spends only about $100 per month on
9 mailing, it didn't make sense to pay an additional $40 a month to lease a postage meter.
10   She found her solution in PC postage, an innovative new system that lets people buy
11 postage over the Internet and print it out from any laser printer. E-Stamp Corp., a Palo Alto,
12 Calif., start-up, developed the service and is testing it in the Washington, D.C., area and San
13 Francisco. McCormick signed up and became the first person ever to mail a letter bearing PC
14 postage--a postmark that looks like the static on a television. It's the first new form of postage to
15 be approved by the U.S. Postal Service in more than 70 years. "I'm excited, but because it's good
16 for our company, not just the Postal Service," she says.
17   As PC postage rolls out next year, its convenience could revolutionize the way small
18 offices and home businesses throughout the country send their mail. Eventually, people may find
19 PC postage handy for everyday use. Instead of carrying bundles of letters to the post office or
20 leasing a postal meter, people will download postage with their desktop computer at any time of
21 the day or night: Click instead of lick and stick.
22   Processing costs. The Postal Service set off this change in 1995 when it proposed
23 substituting the PC and a desktop printer for the postage meter. There are more than 34.7 million
24 home offices and 7 million small offices in the United States, but only 28 percent of these small
25 businesses currently use postage meters for their mail. The rest use stamps, which are more costly
26 for the Postal Service to process.
27   The new indicia, as postal meter markings are called, could help the mail move more
28 efficiently. A multicolored stamp or the ink meter markings do little more than indicate that

29 postage has been paid. The PC postage indicia offer a wealth of information that is specific to each
30 letter mailed because they come in the form of a two-dimensional bar code. The familiar bar codes
31 on frozen foods or clothing price tags tell a store what someone is buying, how much it costs, and
32 how many more the store has in stock. A two-dimensional bar code adds horizontal lines to the
33 vertical stripes, making it twice as smart. With one scan, the indicia tell the post office the address
34 of the sender and where the letter is bound, the price paid, the time and date it was printed, and
35 even the particular piece of software it was printed with. A unique code is assigned to each piece
36 of mail. The Postal Service can read the encrypted data to catch counterfeit postage. (The new
37 indicia were created to reduce over $100 million the Postal Service says it loses to fraud each year.
38 Many postage meters in use are easy to tamper with or are stolen.) It will also be able to track
39 each letter, much as Federal Express and other couriers can track packages.
40   The data carried by the indicia open the possibility that either the Postal Service or the PC
41 postage company could track a user's mailing habits. Both the Postal Service and the private firms
42 working with it vow not to disclose any PC postage information, except to the Postal Service when
43 it is investigating fraud.
44   The rigorous security standards certainly have not deterred companies from pursuing the
45 market opportunity. About a half-dozen companies asked to participate in the experiment, says
46 Roy Gordon, program manager for the Postal Service's program. E-Stamp Corp., the service
47 McCormick uses in her Virginia office, has already moved into the second of three phases of
48 testing. French-owned Neopost starts its tests this month in Washington, D.C., with a service
49 dubbed "PC Stamp." StampMaster of Westlake Village, Calif., is testing its service in Washington
50 as well. Several other companies, including mailing-industry giant Pitney Bowes, will follow soon.
51   The three existing services are similar. Users install special software, and in some cases
52 more hardware, onto their computer, then log onto the service's Internet Web site to buy postage.
53 Most customers will use a credit card to pay for the postage and a service fee, likely to be less
54 than 10 percent though it hasn't been set by the PC postage firms. To mail something, users call
55 up the software program and fill out the address information. They click on the amount of postage
56 needed and then click on "print." The computer's laser printer then delivers a fully addressed
57 envelope or mailing label with an indicium printed in the upper-right-hand corner.
58   The difference among the services is whether they require the installation and use of a
59 hardware "vault," which plugs into one of the computer's serial ports and stores the postage value.
60 The Postal Service requires each company selling the PC postage to have a registered device,
61 either installed on the user's computers or on the PC postage company's computers, that accounts
62 for the amount of money each user has available to print postage. These electronic security devices
63 are intended to prevent users from charging more postage to their account than they have actually
64 bought. The earlier designs from PC postage companies called for users to purchase a vault. But
65 other PC postage companies chose to meet the requirement by using their computers, called
66 servers, as the security device.
67   StampMaster was the first service to eliminate the need for the vault by storing postage on
68 its own computers. E-Stamp recently began testing a similar hardware-free service. Neopost is
69 testing a system that requires the vault.
70   The use of a vault adds expense because all postage in an office would have to be generated
71 from one computer unless the office buys vaults for multiple computers. But it also offers users
72 more privacy. PC postage users who are concerned especially about privacy should invest in a

73 vault system. In such a system, all mailing records are stored on the user's PC, eliminating the
74 postal PC companies' access to that information. E-Stamp estimates a software-and-vault setup will
75 cost around $100 to install, while users can download StampMaster's Internet-only service free.
76   Microsoft's a player. The PC postage companies are also looking to partner with other
77 technology companies. Microsoft and Compaq Computer Corp. have invested in E-Stamp;
78 StampMaster expects to announce partnerships with hardware and software companies in October.
79 So it's likely that within a few years the services will be bundled into office software or
80 factory-installed into new computers, just as an Internet browser is now standard on most new
81 PCs.
82   What's the drawback? Aside from fewer colorful stamps in the mail, there aren't many.
83 Users cannot mail letters internationally, since other countries may not recognize the indicia. "If
84 you use PC postage, you're still going to have to keep some stamps in the drawer," concedes Bill
85 Shannon, director of Pitney Bowes's division for small and home offices.
86   The Postal Service has yet to approve Pitney Bowes's PC postage service, ClickStamp, for
87 test marketing. No one is counting Pitney Bowes out, even though it will be late getting to market.
88 With 1.4 million of its meters in offices and revenues totaling $4.1 billion in 1997, the Stamford,
89 Conn., company is a tough competitor. Last month the company announced that it holds patents
90 on 15 metering technologies that it believes are essential to the operation of PC postage services.
91 Pitney Bowes already has started licensing negotiations with E-Stamp and StampMaster, says
92 David Pitchenik, the company's intellectual-property attorney. Neither Pitney Bowes nor the
93 Postal Service expects the company's patent claims to delay or deter the national rollout of PC
94 postage. Pitchenik notes that Pitney Bowes currently licenses its mechanical and electronic meter
95 patents to its competitors.
96   While it waits for approval of its ClickStamp service, Pitney Bowes continues to push its
97 Personal Post Office. For $19.75 a month ($24.75 with a postal scale), a customer gets a small
98 electronic postage meter that users can refill electronically with a phone call via modem to Pitney
99 Bowes.
100   McCormick, the first tester to use E-Stamp, says PC postage has delivered for her. In
101 addition to cutting down on the number of trips to the post office, it has also provided a convenient
102 way to track postage expenses. And even though as a tester her company hasn't had to pay the
103 transaction fees for the service, McCormick says she still would consider adding the service to her
104 home computer when national rollouts for E-Stamp and other PC postage companies are expected
105 to start in early 1999. "There's nothing worse than sitting down at midnight to pay the bills and
106 realizing you forgot to buy stamps," she says.
107   A click instead of a lick
108   PC postage lets people buy "stamps" over the Internet and print that postage onto letters
109 using their own computers. The result: no more waiting in post office lines.
110   1. A person in a home or small business office can access one of the PC postage companies
111 via the Internet 24 hours a day, sign in, and pay for postage, usually with a credit card.
112   2. The money goes to the U.S. Postal Service, but the PC postage company does the
113 accounting. The company's computer grants the user permission to print postage.
114   3. The user then addresses and prints out an envelope on a desktop computer. The postage
115 cost is deducted from a "vault" installed on the user's PC or from an account on the company's
116 computer.

117   4. The user can then drop the letter in a mailbox. There's no need to trek to the post office
118 for postage-meter refills or stamps.
119   Indicia
120   One scan of this two-dimensional bar code will enable the post office to retrieve
121 significantly more information than it can from postage meters or stamps, such as where the letter
122 came from, where it's bound, and how much postage was paid. The information will be encrypted
123 so only the post office or the postage company can read it.
124   Facing Identification Mark
125   Tells sorting machines that the address is facing the right way for scanning
126   Device ID Registration number for the machine that printed the postage
127    $0.320 FIRST CLASS US POSTAGE TOWN STATE ZIP 061SOOOOO1OO13
128   Sources: United States Postal Service, StampMaster Inc.
       COPYRIGHT 1998 U.S. News and World Report Inc.

05538374 Supplier Number: 48395495
Clicking may *stamp* out *licking*; US Postal Service to start testing electronic stamps.
Florida Times Union (Jacksonville, FL), pB4
April 1, 1998
ISSN: 0740-2325
Language: English
Record Type: Abstract
Document Type: Newspaper; Trade

ABSTRACT:
The US Postal Service is starting test on a new electronic method of stamping mail The new stamp prints out on a normal personal computer printer as it prints out the address on the envelope. Initially the systems is expected to appeal to small business users and some individuals, but it is hoped that eventually it will become much more widely used.

1   ABSTRACT: To start understanding the shipper/carrier relationship, the shipper can be
2   asked a series of questions that may include: 1. What classes of customers do you have? 2. What
3   are your company's plans for the future? 3. Does your management want you to shop for the
4   lowest cost provider? 4. How many plants and distribution centers do you have? 5. How many
5   carriers do you presently have by customer segment and by size of shipment? The point in asking
6   questions of this nature is to determine the culture and the philosophy of the shipper in dealing
7   with carriers and to identify the involvement of the shipper in planning and marketing the products
8   and services to the firm's customer segments. Some shippers are now using the Malcolm Baldrige
9   national Quality Award criteria in conjunction with systems prices to select carriers and 3rd-party
10   logistics providers.

11   TEXT: An often asked question is, "What is a good set of criteria for selecting carriers?"
12   My usual response is, "It all depends."
13   It depends on how the shipper and carrier are doing business together. To start
14   understanding the shipper/carrier relationships, I begin by asking the shipper a series of questions
15   similar to the following:
16   1 What classes of customers do you have? What are their service demands? Are you asking
17   your carriers to perform any special value-added services beyond typical dock-to-dock services?
18   (See "Get to Know Carrier Costs", T&D, March 1995, pg. 86.)
19   2 What are your company's plans for the future? (i.e. growth objective relative to products,
20   new markets, move to international markets)
21   3 What are your objectives concerning the number of carriers? If you are asking your
22   carriers to perform special services, do you desire to move to "core carriers" or to single-sourcing
23   carrier services in various customer segments?
24   4 Does your management want you to **shop** for the lowest **cost** provider?
25   5 Describe your **shipment** demand pattern. Keep shipment information by Zip Sectional
26   Center (ZSC) or some other geographic aggregating basing system. Keep information on shipment
27   frequency/size distribution by ZSC.
28   6 How many plants and distribution centers do you have?
29   7 How many suppliers and assembly points do you have?

30   8 How many carriers do you presently have by customer segment and by size of shipment?
31   9 How do you want to work with the carriers by various size shipment? Do you want to
32   select carriers on a shipment-by-shipment basis? Do you bid out your freight annually? Are you
33   seeking long-term alliances with carriers?
34   The point in asking questions of this nature is to determine the culture and the philosophy
35   of the shipper in dealing with carriers; to identify the involvement of the shipper in planning and
36   marketing the products and services to the firm's customer segments.

37   By transaction
38   If the shipper deals with carriers on a "common law" basis with shipments priced on a
39   transactional or on shipment-to-shipment basis, then carrier selection essentially is dealing with
40   carriers who seek to be a "low-cost provider". The main criteria are listed in Table 1. If a carrier
41   can't serve the shipper, the shipper seeks to have a ready supply of carriers who can serve its basic
42   shipping needs on this will-call basis. If a carrier goes out of business, then another carrier is
43   sought to pick up the slack.
44   If a shipper is bidding out its freight on an annual basis with various other service
45   requirements as identified in Table 2, it is presumed the shipper is seeking a limited stable of
46   carriers. (i.e., 4-5 primary carriers with backup carriers to provide service in some traffic lanes).
47   Then the criteria expand beyond seeking carriers with available equipment to meet on-time service
48   requirements. Financial stability takes on more importance. Carriers are also rated on geographic
49   coverage and their care in freight handling.
50   If shippers begin to seek core carriers with a demonstrated commitment to quality
51   improvement processes to take out waste, to reduce costs, and to improve service, they then begin
52   to look for documentation on those quality processes and internal and external measures of process
53   improvement. In this setting, price per se, takes on less importance in carrier selection. (See Table
54   3)
55   A good illustration of carrier selection criteria that become important for the carrier
56   "certification" are those illustrated in the International Standards Organization (ISO) 9002
57   certification (Table 4) or criteria associated with QS 9000 supplier certification suggested by the
58   Automotive Industry Action Group (Table 5). These criteria place importance on documenting
59   processes, the definition and use of metrics of business, operational and financial performance.
60   The automotive industry's QS 9000 certification goes on to place more emphasis on the suppliers
61   having processes for quality improvement. The use of this expanded set of criteria--incorporating
62   possible pickup and delivery value-added distribution requirements and "system prices" for
63   services--are leading to longer term relationships between shippers and carriers. It is not unusual
64   that the term for shipper and motor carrier relationships approach five years--with some shippers
65   seriously looking to establish 10-year relationships.
66   Can there be more? Yes. Shippers and carriers are beginning to establish alliances in
67   serving the shipper's customers. Shippers at this stage are even willing to establish relationships
68   where shared risk in serving the shipper's customers leads to shared gains for shipper and carrier.
69   These alliances are not new. Many years ago, the Sears-Leaseway Signal Delivery relationship
70   was a shared-investment opportunity in which both parties sought to gain in serving Sears'
71   customers through its distribution system. Chemical companies were known to "base load"
72   terminal facilities and then share in the profits of the terminal as the terminal increased throughput

73   from the original chemical customer and from new **accounts**. The shipper actually realized
74   reduced **unit** costs on its chemicals, i.e. the cost per gallon is reduced as profits increase, thus
75   increasing the competitiveness of the chemical manufacturer.

76   Selecting partners
77   What are the criteria for selecting "allied" partners? The criteria become increasingly
78   stringent. Besides the above-discussed criteria, some shippers are now using the Malcolm Baldrige
79   National Quality Award criteria listed in Table 6 in conjunction with system prices to select
80   carriers and third-party logistics providers. The Table 6 criteria can be obtained by writing the
81   American Society for Quality Control, P.O. Box 3005, Milwaukee, WI 53201-3005.
82   Note that the award criteria have a 1,000-point weighting system which would place 250
83   points on the closeness of the carrier and its shipper customers. Another 250 points are allocated
84   toward business results--including 130 for company operational and financial results.
85   Process documentation (140 points), along with the assessment of business results (250
86   points) are often cited as the fundamental basis for ISO 9002 certification for service
87   organizations. Thus, ISO 9002 certification is, for the most part, incorporated into the Malcolm
88   Baldrige criteria for assessment. (If price is included in the assessment criteria, the shipper must
89   develop an adjusted relative weight for price that might take on a 20-25% weighting in carrier
90   selection.)
91   Note also that information technology, so often quoted as being the dominant factor in the
92   selection of core carriers, is only 75 points in the Baldrige criteria. Are committee members of
93   the Baldrige development team who determine the criteria telling us that information technology
94   is now a "given" or a "must" for getting into the game?
95   Without the necessary information technology support processes, you will not qualify to
96   get into the running. What about the term of the shipper/carrier relationship? It's definitely longer,
97   often leading to a selection of single-source carriers by mode of transport or for shipper customer
98   segments, i.e. sole-source carriers for truckload, less-than-truckload, parcel, or rail services. Even
99   in motor carrier services, a shipper recently indicated that it was seeking a 20-year relationship
100   with its allied motor carrier.
101   Finally, as shippers begin to build "logistics provider" relationships that incorporate more
102   than transportation services, the criteria for selecting, assessing and managing the relationship
103   become more stringent in selecting the "right" partner.
104   Now allied parties must begin to develop an expanded set of tools for serving shippers and
105   their customers: Do the providers have DRP systems to assist the shippers in
106   supplier-managed-inventories? What tools do the potential providers have for assisting the shippers
107   and their customers in demand management, total order fulfillment, customer service and
108   satisfaction process management on a real-time basis? Can they use reverse logistics to minimize
109   potential wastes in the logistics channels?

110   Partners are no longer thought of as carriers but as logistics providers in cradle-to-cradle
111   logistics.
112   In these final stages of allied relationships two things become apparent: 1) Pricing becomes
113   a system in which provider support of alternative logistics processes leads to an unbundling of
114   price (leading to pricing based upon services provided to alternative supplier customer demand

115   segments) and 2) Assessments become bilateral and even trilateral. Carriers assess shippers using
116   their criteria for shipper selection and assessment, often leading carriers to walk away from
117   business because they cannot afford to build relationships based on price alone. And yes, the
118   foundations are forming for shippers, carriers, and receivers to begin offering trilateral
119   assessments and commercial relationships to improve processes serving the final user of the
120   shipper's products and/or services.

121   Carrier Selection
122   Price-Related Selection Factors
123   1. Price/Net Charges
124   2. Equipment Availability
125   3. On-time Delivery or Pickup

126   Table 1
127   Factors Based on Requests for Bid (RFB)
128   1. On-time Delivery
129   2. Geographic Coverage/Time in Transit
130   3. Shipment Tracing
131   4. Freight Condition and Care in Handling
132   5. Financial Stability
133   6. Prices/Net Charges

134   Table 2
135   Factors in Selecting Core Carriers
136   1. Financial stability
137   2. Debt/equity ratio
138   3. Insurance carried by potential legal partner (shipper should get on the insurance
139   company's list for PI/PD, cargo, deductibles, catastrophic.
140   4. Carrier's costing/financing system
141   5. Operating authority (common, contract, intrastate, exempt)
142   6. Carrier's rate/pricing structure
143   7. Revenue cost relations
144   8. Geographic coverage
145   9. Capacity to service terminals, equipment (i.e. 48-ft and 53-ft trailers), protective service
146   needed, trailer pool desired
147   10. Desired service: flexible, limited
148   11. Business philosophy-logistics orientation. Following Dr. Deming's Quality
149   Productivity Improvement (OPI) program?
150   12. Quality of carrier management and staff
151   13. Communications capability--EDI, barcodes, on-board computers, satellite tracking, etc.
152   14. Breakdown and contingency planning programs
153   15. Sales support-personnel and telemarketing
154   16. Union/non-union employee operations
155   17. Use of owner-operators. Quality of owner-operator program

156   18. Operations for handling freight--breakbulks, pups, QPI
157   19. Safety record and training for safety
158   20. Claims record--loss and damage
159   21. Present customers' contracts, references

160   Table 3
161   Considerations for QS 9000
162   A. Policies and Procedures
163   1. Documented quality policy and procedure
164   2. Top management and employee involvement
165   3. Visible signs of quality involvement posters, charts, literature, etc.

166   B. Training
167   1. Quality resource people in place
168   2. Employees, drivers, shop personnel, office personnel, trained in basic quality
169 philosophy

170   C. Performance Indicators
171   1. Key performance indicators monitored--i.e. on-time delivery, maintenance cost,
172 employee productivity, safe customer service, etc.
173   2. Cost of poor quality monitored
174   3. Customer problem investigation and reporting systems

175   D. Improvement Plans
176   1. Use of Process Control systems to monitor and improve service
177   2. Joint shipper/carrier improvement projects underway

178   Table 5
179   Malcolm Baldrige National Quality Award
180   Factors in Selecting Carriers (1995 Award Examination Criteria--Item Listing)
181   1.0 Leadership 90
182   1.1 Senior Executive Leadership 45
183   1.2 Leadership System and Organization 25
184   1.3 Public Responsibility and Corporate Citizenship 20
185   2.0 Information an Analysis 75
186   2.1 Management of Information and Data 20
187   2.2 Competitive Comparisons and Benchmarking 15
188   2.3 Analysis and Use of Company-Level Data 40
189   3.0 Strategic Planning 55
190   3.1 Strategy Development 35
191   3.2 Strategy Deployment 20
192   4.0 Human Resource Development and Management 140
193   4.1 Human Resource Planning and Evaluation 20
194   4.2 High Performance Work Systems

195   4.3 Employee Education, Training, and Development 50
196   4.4 Employee Well-Being and Satisfaction 25
197   5.0 Process Management 140
198   5.1 Design and Introduction of Products and Services 40
199   5.2 Process Management Product and Service Production and Delivery 40
200   5.3 Process Management: Support Services 30
201   5.4 Management of Supplier Performance 30
202   6.0 Business Results 250
203   6.1 Product and Service Quality Results 75
204   6.2 Company Operational and Financial Results 130
205   6.3 Supplier Performance Results 45
206   7.0 Customer Focus and Satisfaction 250
207   7.1 Customer and Market Knowledge 30
208   7.2 Customer Relationship Management 30
209   7.3 Customer Satisfaction Determination 30
210   7.4 Customer Satisfaction Results 100
211   7.5 Customer Satisfaction Comparison 60
212   Total Points 1000

213   Table 6
214   Carrier Statistical Process Control Systems: Additional Areas for ISO 9002
215   1. Process control training provided for management and employees
216   2. Charts of key indicators maintained and used for findings and eliminated causes of
217   deviation
218   3. Charts displayed and visible for all employees
219   4. Process capability determined for all quality characteristics
220   5. Employees and supervisors are involved in continuing process improvement project
221   work

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